

The Influence of Work from Home on Work-Life Balance and Job Satisfaction Among Generation Z Employees in Bandung

WFH, Work-Life
Balance, and Job
Satisfaction

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ABSTRACT

The rise of remote work has reshaped how employees balance their professional and personal lives, especially among younger generations who value flexibility. This study aims to examine the influence of work from home on work-life balance and job satisfaction among Generation Z employees in Bandung, Indonesia, where technology-driven industries have rapidly adopted flexible work arrangements. A quantitative approach was used, collecting data through questionnaires distributed to 385 Generation Z respondents who have worked remotely in Bandung's technology and creative industries. The variables measured include work from home as the independent variable, and work-life balance and job satisfaction as dependent variables. Data were analyzed using structural equation modeling with SmartPLS software to ensure robust estimation of the proposed relationships. The findings show that work from home has a significant positive impact on work-life balance and job satisfaction. Despite its geographical and generational scope, this study suggests that organizations should design effective remote work policies to boost productivity and well-being, contributing to better employee outcomes in tech-driven environments.

Keywords: Generation Z, Job Satisfaction, Remote Work, Work from Home, Work-Life Balance.

ABSTRAK

Munculnya kerja jarak jauh telah mengubah cara karyawan menyeimbangkan kehidupan profesional dan pribadi mereka, terutama di kalangan generasi muda yang menghargai fleksibilitas. Studi ini bertujuan untuk meneliti pengaruh kerja dari rumah terhadap keseimbangan kerja-hidup dan kepuasan kerja di antara karyawan Generasi Z di Bandung, Indonesia, di mana industri berbasis teknologi telah dengan cepat mengadopsi pengaturan kerja fleksibel. Pendekatan kuantitatif digunakan, dengan mengumpulkan data melalui kuesioner yang dibagikan kepada 385 responden Generasi Z yang telah bekerja jarak jauh di industri teknologi dan kreatif Bandung. Variabel yang diukur meliputi kerja dari rumah sebagai variabel independen, dan keseimbangan kerja-hidup serta kepuasan kerja sebagai variabel dependen. Data dianalisis menggunakan pemodelan persamaan struktural dengan perangkat lunak SmartPLS untuk memastikan estimasi yang kuat dari hubungan yang diusulkan. Temuan menunjukkan bahwa kerja dari rumah memiliki dampak positif yang signifikan terhadap keseimbangan kerja-hidup dan kepuasan kerja. Terlepas dari cakupan geografis dan generasionalnya, studi ini menyarankan agar organisasi merancang kebijakan kerja jarak jauh yang efektif untuk meningkatkan produktivitas dan kesejahteraan, yang berkontribusi pada hasil karyawan yang lebih baik di lingkungan berbasis teknologi.

Kata kunci: Generasi Z, Kepuasan Kerja, Kerja Jarak Jauh, Kerja dari Rumah, Keseimbangan Kehidupan Kerja.

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INTRODUCTION

In the era of globalization, organizational success heavily relies on human resources, with younger generations playing a vital role in the workforce (Fernando & Wulansari, 2020; Ferdian et al., 2020). Generation Z (Gen Z), born between 1997 and 2012, is often called “digital natives” due to their strong familiarity with technology and social media (Wijoyo et al., 2020). In Bandung, a city recognized as Indonesia’s hub of creativity and innovation, Gen Z represents a significant demographic, with over 590,000 individuals recorded in 2023 (Indiekraf, 2020; Badan Pusat Statistik Kota Bandung, 2023; Kementerian Pariwisata dan Ekonomi Kreatif, 2024). Generation Z employees are known to prioritize flexibility and Work-Life Balance (WLB) over traditional job aspects like salary, which sets them apart from previous generations (McKinsey & Company, 2023; Lestari et al., 2024). According to Jobstreet (2023) and Deloitte (2023), more than 50% of Generation Z consider WLB a key factor when choosing a job, although many face challenges like irregular schedules and heavy workloads. Work-life balance is closely linked to mental health, stress reduction, and overall job satisfaction, making it a critical factor for both employees and organizations (Nurjana et al., 2022; Asari, 2022; Waworuntu et al., 2022; Setio, 2024).

The COVID-19 pandemic has transformed daily life, impacting people physically, mentally, financially, and socially. Social distancing measures accelerated digital transformation, pushing individuals to work, study, shop, and conduct business through technology (Saputra et al., 2021). One major change has been the widespread adoption of Work from Home (WFH) as a flexible work arrangement. Work from home offers benefits like reduced commuting time and greater autonomy, but it also blurs the lines between professional and personal life, leading to challenges such as digital fatigue (Irawanto et al., 2021; Delila & Hadi, 2024). In Bandung, over 60% of technology-driven companies have implemented work from home (Hipmi, 2022; Textiles, 2024). Surveys show that 44% of Generation Z prefer work from home compared to 22% who favor office-based work (Rasyid, 2024). However, potential drawbacks like social isolation and reduced job satisfaction have been reported, raising concerns about the long-term impact of work from home on employee well-being (Mahmood et al., 2021; Forbes, 2024).

Despite the growing body of research on work from home, there is a clear research gap in understanding its specific impact on Generation Z employees in Bandung. According to Saputra et al. (2021), working from home enhances work productivity through digital facilities, but its effect on work-life balance and job satisfaction among Generation Z remains underexplored. Similarly, Bellmann and Hübler (2021) found that work from home positively influences work-life balance and job satisfaction, but their study focused on a broader demographic, not specifically Generation Z. Niebuhr et al. (2022) highlighted the health and satisfaction benefits of work from home, yet their research was conducted in a Western context, which may differ from Bandung’s unique cultural and economic setting. Additionally, while Suryani et al. (2021) explored work-from-home effects on work-life balance and job satisfaction during the COVID-19 pandemic, their study did not focus on Generation Z or the post-pandemic context. This gap underscores the need for a targeted study on how WFH influences Generation Z employees in Bandung, a city known for its creative and tech-driven workforce.

This study aims to examine the influence of work-from-home on work-life balance and job satisfaction among Generation Z employees in Bandung. By addressing this research gap, the study seeks to provide insights into how flexible work arrangements can support the well-being and productivity of Generation Z, contributing to both academic understanding and practical organizational policies in Bandung’s dynamic work environment.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Work From Home and Work-Life Balance

Work From Home (WFH) is a form of teleworking where employees perform their tasks outside the traditional workplace, often using digital tools to communicate with

colleagues (Mahmood et al., 2021; Kusuma, 2023). According to Crosbie and Moore (2004), working from home provides flexibility, reduces commuting time, and supports Work-Life Balance (WLB) by allowing employees to manage their schedules more effectively. This flexibility is particularly appealing to Generation Z, who value autonomy and digital integration in their work (Wijoyo et al., 2020). However, working from home can also create challenges, such as blurred boundaries between work and personal life, leading to potential stress or digital fatigue (Delila & Hadi, 2024). Studies show that work from home enables employees to spend more time with family, which can enhance work-life balance (Suryani et al., 2021). For instance, Lestari et al. (2024) found that a supportive work environment during work from home strengthens work-life balance by reducing conflicts between professional and personal responsibilities. Organizations that implement WFH effectively often see improved employee well-being, as flexible arrangements allow individuals to balance work demands with personal needs (Hendry et al., 2025; Rostini et al., 2025).

Several studies have confirmed a positive link between work from home and work-life balance. Saputra et al. (2021) noted that access to digital facilities at home enhances work productivity, which indirectly supports work-life balance by reducing work-related stress. Similarly, Niebuhr et al. (2022) found that working from home contributes to better health and work-life balance, especially for employees who can manage their time effectively. In the context of Indonesia, work from home has been widely adopted in technology-driven cities like Bandung, where Generation Z employees benefit from reduced commuting costs and greater schedule control (Textiles, 2024). These findings suggest that work from home can significantly improve work-life balance, particularly for younger employees who are comfortable with digital tools.

H1: Work from home has a significant effect on work-life balance.

Work From Home and Job Satisfaction

Job satisfaction refers to employees' feelings about their work, reflecting whether they find their tasks enjoyable or fulfilling (Priansa, 2017; Ranjabar, 2021). According to Robbins and Judge (2019) and Muizu and Priansa (2022), job satisfaction results from how employees perceive their job's characteristics, with satisfied employees showing positive behaviors and dissatisfied ones displaying negative attitudes. Work from home can influence job satisfaction by offering flexibility and reducing workplace stressors like commuting (Bellmann & Hübler, 2021; Waworuntu et al., 2022). For Generation Z, who prioritize meaningful work and flexibility, work from home aligns with their preferences, potentially increasing satisfaction (McKinsey & Company, 2023; Zhulal et al., 2024). However, challenges like social isolation or lack of direct supervision may reduce job satisfaction for some employees (Mahmood et al., 2021; Pongtukuran & Marewa, 2025). Studies indicate that work from home can enhance job satisfaction when supported by proper communication tools and organizational trust (Purnomo, 2021; Farida et al., 2024).

Research shows that work from home positively affects job satisfaction in various contexts. According to Limanta et al. (2023), work from home fosters a telework culture that enhances job satisfaction by reducing work stress, particularly in flexible work settings. In Bandung, where many companies have adopted work from home, employees report higher satisfaction due to cost savings and better work autonomy (Hipmi, 2022). Additionally, Asari (2022) found that WLB, which is often improved by work from home, mediates the relationship between work arrangements and job satisfaction, suggesting an indirect effect. This is particularly relevant for Generation Z, who value both flexibility and personal growth opportunities (Riyadi, 2024). These findings support the idea that work from home can directly enhance job satisfaction by providing a more comfortable and efficient work environment.

H2: Work from home has a positive effect on job satisfaction.

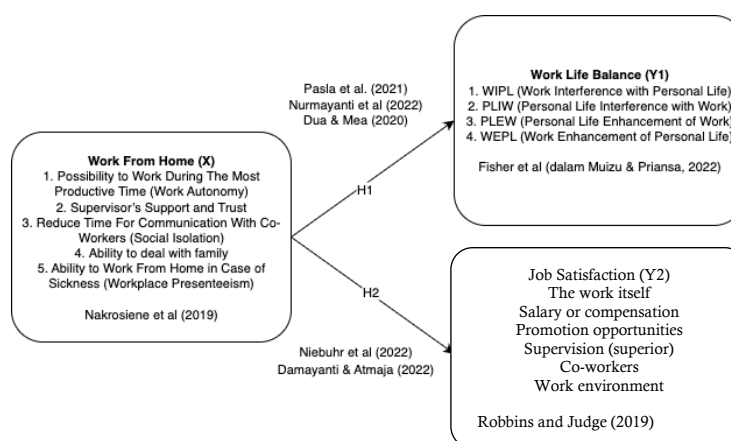


Figure 1. Research Model

Figure 1 illustrates the research model, showing the relationships between work from home, work-life balance, and Job Satisfaction (JS), along with the proposed hypotheses (H1 and H2). The model assumes that working from home directly affects work-life balance and JS. This framework is grounded in organizational behavior theories, emphasizing the importance of flexible work arrangements in modern workplaces (Mangkunegara, 2017; Ricardianto, 2018). By testing these relationships, the study aims to provide insights into how WFH can enhance employee well-being and satisfaction in Bandung's unique context.

RESEARCH METHODS

This study adopted a quantitative approach to explore the influence of work-from-home on work-life balance and job satisfaction among Generation Z employees in Bandung. A questionnaire was designed using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), to measure the variables. The questionnaire included 12 items for work from home, assessing flexibility, communication, and cost savings; 13 items for work-life balance, focusing on time management and personal life integration; and 13 items for job satisfaction, evaluating work enjoyment and fulfillment. Before distribution, the questionnaire was tested with 30 Generation Z employees to ensure clarity and reliability, confirming its suitability for the study. According to Indrawati (2015), the Likert scale effectively captures respondents' perceptions, making it appropriate for this research.

The population consisted of Generation Z individuals, born between 1997 and 2012, who have experienced work from home in Bandung's technology and creative industries. A purposive sampling technique was used to select 385 respondents who met these criteria, ensuring a sufficient sample size for robust analysis. This sample size aligns with the requirements for Partial Least Squares Structural Equation Modeling (PLS-SEM), as noted by Hair et al. (2022), providing strong statistical power. The focus on Bandung's tech-driven workforce reflects the city's innovative work environment, which is ideal for studying remote work trends.

Data collection occurred between March and May 2024, using an online questionnaire distributed via Google Forms for accessibility and efficiency. Respondents were asked to reflect on their actual work-from-home experiences to ensure authentic responses. Informed consent was obtained from all participants before they completed the questionnaire, adhering to ethical research standards. The data were analyzed using SmartPLS 4.0, a software well-suited for PLS-SEM. This method effectively handles complex relationships among latent variables, allowing the study to assess direct and indirect effects. The analysis tested the model's fit and hypotheses, providing insights into

how work from home impacts work-life balance and job satisfaction among Generation Z employees in Bandung.

RESULTS

This section presents the findings of the study, which investigates the influence of Work from Home (WFH) on Work-Life Balance (WLB) and Job Satisfaction (JS) among Generation Z employees in Bandung, using Partial Least Squares Structural Equation Modeling (PLS-SEM). The analysis includes tests for convergent validity, discriminant validity, structural model fit, and hypothesis testing, supported by statistical metrics such as loading factors, R², Q², effect sizes, and Goodness-of-Fit (GoF). The results are organized to provide a clear understanding of how WFH impacts WLB and JS, with detailed data presented in tables. All statistical analyses were conducted using SmartPLS 4.0 to ensure robust evaluation of the proposed relationships.

Table 1. Validity and Reliability Test

| Variable | Items | Loading Factor | CA | CR | AVE |
|-------------------|-------|----------------|-------|-------|-------|
| Work From Home | WFH1 | 0.813 | 0.954 | 0.959 | 0.662 |
| | WFH10 | 0.825 | | | |
| | WFH11 | 0.817 | | | |
| | WFH12 | 0.824 | | | |
| | WFH2 | 0.838 | | | |
| | WFH3 | 0.816 | | | |
| | WFH4 | 0.805 | | | |
| | WFH5 | 0.789 | | | |
| | WFH6 | 0.81 | | | |
| | WFH7 | 0.798 | | | |
| Work-life Balance | WLB1 | 0.854 | 0.973 | 0.976 | 0.700 |
| | WLB10 | 0.874 | | | |
| | WLB11 | 0.874 | | | |
| | WLB12 | 0.86 | | | |
| | WLB13 | 0.86 | | | |
| | WLB2 | 0.878 | | | |
| | WLB3 | 0.875 | | | |
| | WLB4 | 0.857 | | | |
| | WLB5 | 0.884 | | | |
| | WLB6 | 0.871 | | | |
| Job Satisfaction | JS1 | 0.835 | 0.964 | 0.968 | 0.700 |
| | JS 10 | 0.83 | | | |
| | JS 11 | 0.837 | | | |
| | JS 12 | 0.834 | | | |
| | JS 13 | 0.844 | | | |
| | JS 2 | 0.825 | | | |
| | JS 3 | 0.83 | | | |
| | JS 4 | 0.823 | | | |
| | JS 5 | 0.838 | | | |
| | JS 6 | 0.843 | | | |
| JS 7 | 0.84 | | | | |
| JS 8 | 0.859 | | | | |
| JS 9 | 0.835 | | | | |

Convergent validity was assessed to ensure the reliability and validity of the measurement model. Table 1 summarizes the validity and reliability test results, showing loading factors, Cronbach’s Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE) for each variable. All loading factors for WFH (WFH1 to WFH12), WLB (WLB1 to WLB13), and JS (JS1 to JS13) exceed 0.7, indicating strong indicator reliability. For WFH, loading factors range from 0.789 (WFH5) to 0.838 (WFH2), with CA of 0.954, CR of 0.959, and AVE of 0.662. For WLB, loading factors

range from 0.854 (WLB1) to 0.884 (WLB5), with CA of 0.973, CR of 0.976, and AVE of 0.700. For JS, loading factors range from 0.823 (JS4) to 0.859 (JS8), with CA of 0.964, CR of 0.968, and AVE of 0.700. These values confirm that all constructs meet the thresholds for reliability (CA and CR > 0.7) and convergent validity (AVE > 0.6), indicating a robust measurement model.

Table 2. Heterotrait-Monotrait Ratio (HTMT)

| Variable | Job Satisfaction | Work From Home | Work-life Balance |
|-------------------|------------------|----------------|-------------------|
| Job Satisfaction | | | |
| Work From Home | 0.814 | | |
| Work-life Balance | 0.607 | 0.819 | |

Discriminant validity was evaluated to ensure that each latent construct is distinct from the others. Table 2 presents the Heterotrait-Monotrait Ratio (HTMT) results, which provide a precise measure of discriminant validity. The HTMT values are 0.814 for the relationship between work from home and job satisfaction, 0.819 for work from home and work-life balance, and 0.607 for work-life balance and job satisfaction. All values are below the threshold of 0.9, confirming that the constructs are sufficiently distinct. This ensures that work from home, work-life balance, and job satisfaction are unique variables in the model, supporting the validity of the measurement framework.

Table 3. R-Square and Q-Square

| Variable | R-Square | Q-Square |
|-------------------|----------|----------|
| Work-life Balance | 0.611 | 0.426 |
| Job Satisfaction | 0.624 | 0.388 |

The structural model was analyzed using PLS-SEM to assess the relationships between work from home, work-life balance, and job satisfaction. Table 3 shows the R-Square (R^2) and Q-Square (Q^2) values for predictive accuracy and relevance. The R^2 value for work-life balance is 0.611 (Adjusted $R^2 = 0.610$), and for job satisfaction, it is 0.624 (Adjusted $R^2 = 0.623$), indicating moderate predictive accuracy. These values suggest that work from home explains 61.1% of the variance in work-life balance and 62.4% of the variance in job satisfaction, with the remaining variance influenced by other factors. The Q^2 values are 0.426 for work-life balance and 0.388 for job satisfaction, both exceeding 0.35, which classifies them as having large predictive relevance. These results confirm that the model has strong explanatory power for both work-life balance and job satisfaction.

Table 4. Effect Size

| Path | Effect Size | Category |
|------------------------------------|-------------|----------|
| Work From Home → Work-life Balance | 1.658 | Good |
| Work From Home → Job Satisfaction | 1.569 | Good |

Effect size analysis was conducted to evaluate the contribution of WFH to the endogenous variables. Table 4 presents the effect size results, showing that WFH has a strong influence on both work-life balance (effect size = 1.658) and job satisfaction (effect size = 1.569). Both values exceed the threshold of 0.35, indicating a large effect. This suggests that work from home significantly contributes to improving work-life balance and JS among Generation Z employees in Bandung. The substantial effect sizes highlight the importance of flexible work arrangements in shaping employee outcomes in this context.

The Goodness-of-Fit Index (GoF) serves as a global metric for assessing model fit within Partial Least Squares Structural Equation Modeling (PLS-SEM). It evaluates the quality of both the measurement and structural models, offering a holistic view of how well the proposed model aligns with the observed data. Therefore, the Goodness-of-Fit Index serves as a benchmark for assessing the overall adequacy of the model. The results of the Goodness-of-Fit evaluation are presented as follows:

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0.614 \times 0.923}$$

$$GoF = 0.752$$

The Goodness-of-Fit (GoF) Index was calculated to assess the overall model fit. The GoF value is 0.752, which falls into the large category, indicating that the model is reliable and suitable for the data. This high GoF value confirms that the measurement and structural models align well with the observed data, supporting the robustness of the study's findings. The model's fit ensures that the results can be trusted for further interpretation and application.

Table 5. Hypothesis Test

| Hypothesis | Path | Original Sample | T-Statistics | P-Values | Result |
|------------|-------------------------------------|-----------------|--------------|----------|----------|
| H1 | Work From Home -> Work-life Balance | 0.79 | 40.514 | 0.000 | Accepted |
| H2 | Work From Home -> Job Satisfaction | 0.782 | 49.470 | 0.000 | Accepted |

Hypothesis testing was performed to examine the proposed relationships. Table 5 summarizes the results of the hypothesis tests. For H1 (WFH → WLB), the path coefficient is 0.79, with a T-statistic of 40.514 (>1.96) and a P-value of 0.000 (<0.05), indicating a positive and significant effect. For H2 (WFH → JS), the path coefficient is 0.782, with a T-statistic of 49.470 (>1.96) and a P-value of 0.000 (<0.05), also confirming a positive and significant effect. These findings support both hypotheses, showing that WFH significantly enhances both WLB and JS among Generation Z employees in Bandung. These results provide a clear explanation that WFH influences employee outcomes in Bandung's tech-driven workforce.

DISCUSSION

This study confirms that Work from Home (WFH) has a significant positive impact on Work-Life Balance (WLB) and Job Satisfaction (JS) among Generation Z employees in Bandung, supporting both hypotheses (H1 and H2). The findings align with prior research, reinforcing the importance of flexible work arrangements for young employees. According to Bellmann and Hübler (2021), WFH enhances WLB by reducing commuting time and increasing schedule flexibility, which is particularly valuable for Generation Z, who prioritize autonomy and digital integration (Wijoyo et al., 2020). The high path coefficient (0.79) for WFH to WLB suggests that Generation Z employees in Bandung benefit from the ability to manage work and personal responsibilities effectively. This is likely due to Bandung's tech-driven work environment, where digital tools support seamless remote work (Kementerian Pariwisata dan Ekonomi Kreatif, 2024).

The significant effect of WFH on JS (path coefficient 0.782) further supports the idea that flexible work arrangements enhance employee satisfaction. According to Limanta et al. (2023), WFH reduces work stress, leading to higher JS, especially in settings with strong digital infrastructure. In Bandung, where 60% of technology-driven companies have adopted WFH, Generation Z employees report higher satisfaction due to cost savings and reduced workplace stressors. However, challenges like social isolation, noted by Mahmood et al. (2021), may still affect some employees. The study's findings suggest that Generation Z's digital-native nature helps them adapt to WFH, mitigating potential drawbacks and boosting satisfaction (Hipmi, 2022; Zhulal et al., 2024).

Despite the positive findings, the study has limitations. The sample was limited to 385 Generation Z employees in Bandung, which may not fully represent other regions or generations. According to Dzulfriansyah (2023) and Supriyadi et al. (2025), regional

differences in work culture can influence employee outcomes, suggesting the need for broader studies. Additionally, the study focused on tech-driven industries, potentially overlooking other sectors. Future research could explore variables like organizational culture or technological readiness, as suggested by Gumilang et al. (2025), to provide a more comprehensive understanding of WFH's impact.

The findings have important implications for organizations and policymakers. For organizations in Bandung, implementing WFH policies with clear boundaries and robust digital support can enhance WLB and JS, improving employee retention and productivity. According to Rizki and Santosa (2024), aligning work arrangements with Generation Z's preferences strengthens organizational competitiveness. Policymakers can promote WFH adoption in creative industries by providing digital infrastructure support, ensuring sustainable employee well-being. These strategies can help Bandung maintain its status as a hub for innovation while supporting its young workforce.

CONCLUSION

This study investigated the influence of Work From Home (WFH) on Work-Life Balance (WLB) and Job Satisfaction (JS) among Generation Z employees in Bandung. The findings reveal that WFH has a significant positive impact on both WLB and JS. The flexibility and autonomy provided by remote working arrangements enable Generation Z employees to manage their professional and personal responsibilities more effectively, which in turn enhances their job satisfaction. The results offer practical implications for organizations in Bandung, particularly in tech-driven industries, to design WFH policies that prioritize flexibility and employee well-being, which can boost productivity and retention. However, the study is limited to 385 Generation Z employees in Bandung, which may not reflect other regions or generations. The focus on technology and creative sectors may also limit its applicability to other industries.

From a practical standpoint, organizations are advised to develop WFH policies that not only emphasize productivity but also support employees' well-being. This can be achieved by providing flexible schedules, ensuring supportive communication tools, and setting clear boundaries between professional duties and personal activities. By doing so, companies can enhance both the effectiveness of their workforce and the satisfaction of their employees, particularly among Gen Z who value flexibility and digital integration in their work. Future research could explore WFH's impact in different cities, include other generations, or examine additional factors like digital tools or leadership styles to better understand how remote work affects employee outcomes.

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